

Middlesex University Research Repository

An open access repository of

Middlesex University research

<http://eprints.mdx.ac.uk>

Sund, Kristian J. (2011) Strategize, transform, perform: the story of the new post. In: World Postal Business Forum, 27-29 Sep 2011, Stuttgart, Germany. . [Conference or Workshop Item]

Presentation

This version is available at: <https://eprints.mdx.ac.uk/8809/>

Copyright:

Middlesex University Research Repository makes the University's research available electronically.

Copyright and moral rights to this work are retained by the author and/or other copyright owners unless otherwise stated. The work is supplied on the understanding that any use for commercial gain is strictly forbidden. A copy may be downloaded for personal, non-commercial, research or study without prior permission and without charge.

Works, including theses and research projects, may not be reproduced in any format or medium, or extensive quotations taken from them, or their content changed in any way, without first obtaining permission in writing from the copyright holder(s). They may not be sold or exploited commercially in any format or medium without the prior written permission of the copyright holder(s).

Full bibliographic details must be given when referring to, or quoting from full items including the author's name, the title of the work, publication details where relevant (place, publisher, date), pagination, and for theses or dissertations the awarding institution, the degree type awarded, and the date of the award.

If you believe that any material held in the repository infringes copyright law, please contact the Repository Team at Middlesex University via the following email address:

eprints@mdx.ac.uk

The item will be removed from the repository while any claim is being investigated.

See also repository copyright: re-use policy: <http://eprints.mdx.ac.uk/policies.html#copy>

Strategize, Transform, Perform: the Story of the New Post

Dr. Kristian J. Sund

29th September 2011



Your Speaker Today

Dr. Kristian J. Sund

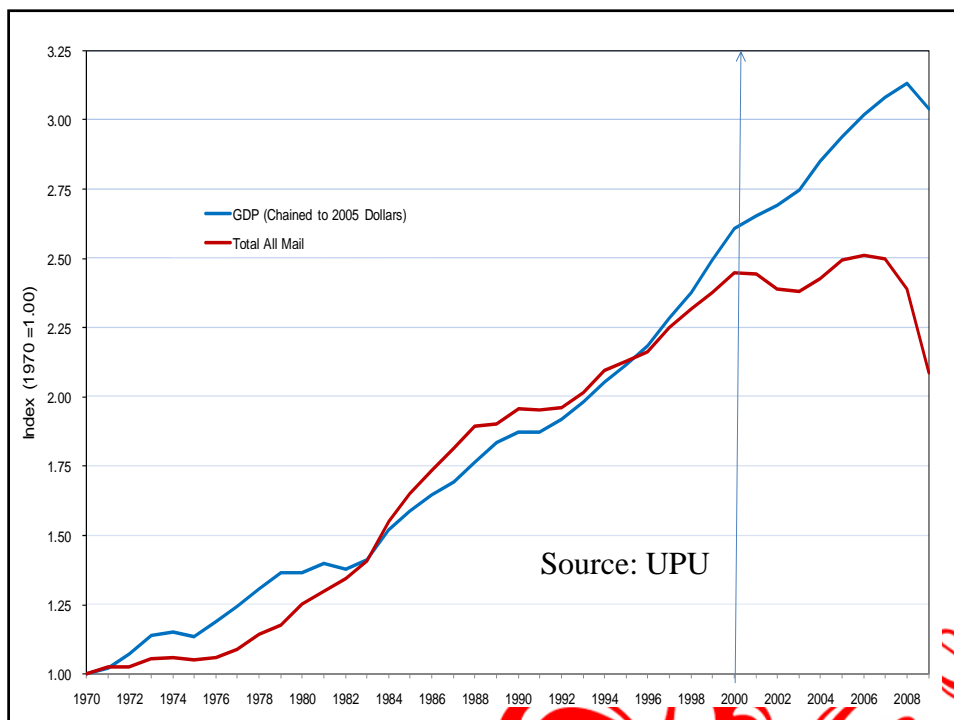


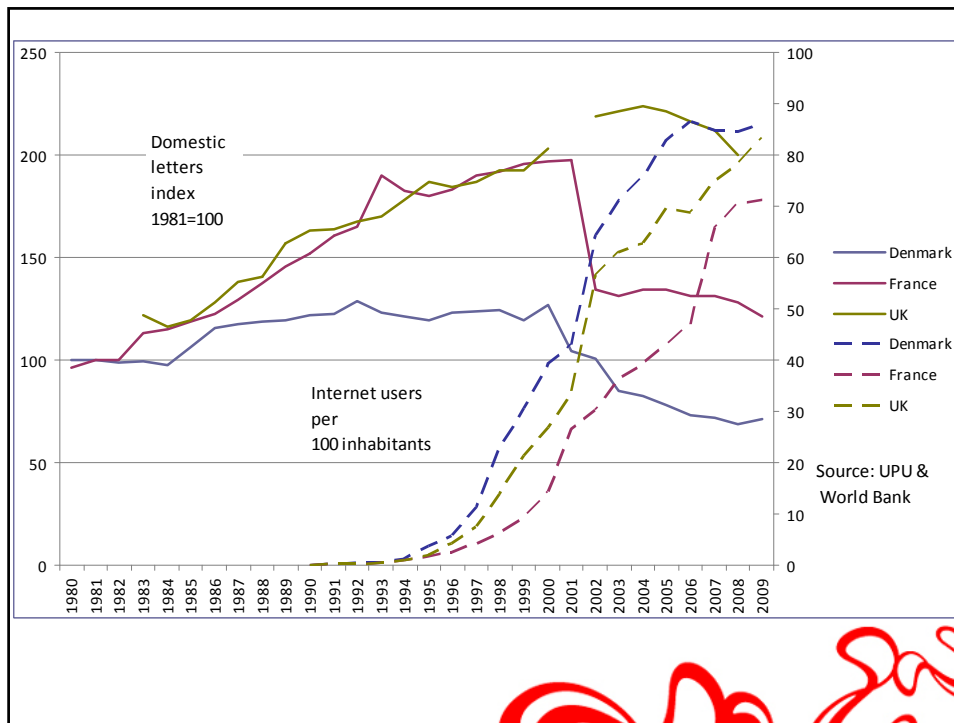
- Senior Lecturer (Associate Professor)
in Strategic Management, Middlesex
University

Background



- Mature/Declining industry
- Digital substitution
- Recession
- Liberalization





Strategize!



- Book 1: Perspectives on Strategy in the Postal Industry
- Key conclusions:
 - You **HAVE** to have a strategy (business as usual not an option)
 - Core business:
 - Letters: optimize, downsize, consolidate
 - Parcels: innovate, differentiate (if possible), grow
 - Diversification:
 - Related: hybrid mail, media (advertisement, bulk etc.)
 - Un-related (or less related): logistics, banking, mobile telecoms etc.
 - Internationalization (Will this take off? When?)
 - Integrators, but what about the rest?



Transform!



- Book 2: Perspectives on Transformation
- Key conclusions:
 - The focus is changing (from process to customer - orientation)
 - The core business is changing:
 - Itella: "leading company in intelligent logistics"
 - Poste Italiane:
 - Postal operator with a banking and insurance business OR
 - Financial services (75%) business with a postal operation (23%)?
 - USO and regulatory frameworks are unfit for purpose and must change
 - 21st Century industry with 20th Century regulation



Perform! (Big Diversity)

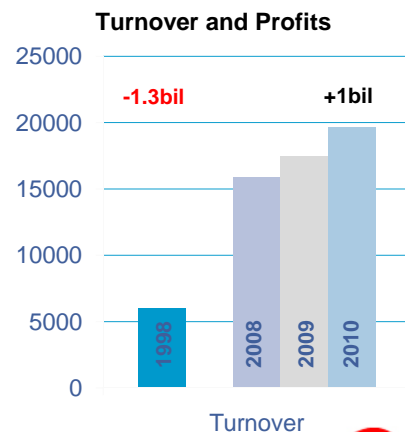
Posteitaliane



1998

- "When I got there we had two months' worth of cash for salaries, negative net equity and no technology. No one believed in the future."

- CEO Corrado Passera (1998 - 2002)



Perform! (Big Diversity)



September 2011

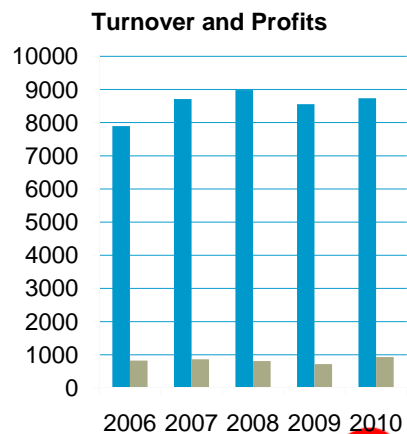
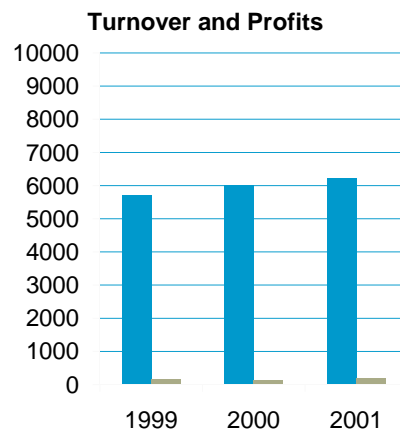


- Without enactment of legislation by the end of this month, the US Postal Service faces default.

- Postmaster General Patrick Donahoe



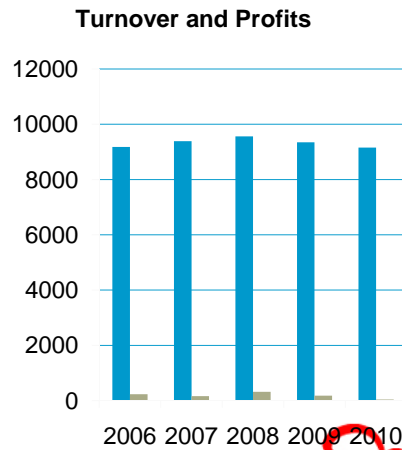
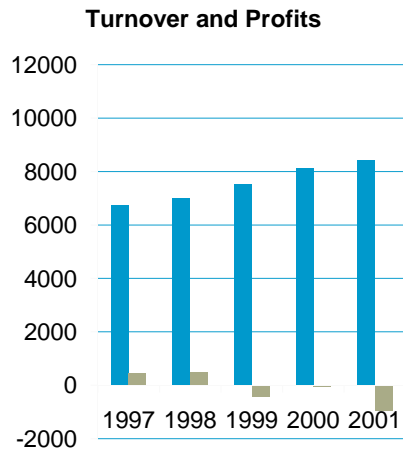
Perform! (Big Diversity)



Perform! (Big Diversity)



Royal Mail Group



Conclusions



- There has never been a more frightening but also more exciting time for posts
- The environment has changed – the business is changing
- Some posts have already transformed, some are in the process and some have yet to take the biggest steps

www.kjsund.com

Thank You

